

16 October 1978

MEMORANDUM FOR THE RECORD

SUBJECT: PRA Promotions for DDO Clerical Personnel at Overseas Posts

1. The DDO has orally requested the Director of Personnel to approve PRA promotions for clerical personnel at post abroad. The request apparently originates in the problem the DDO is having with filling overseas secretarial and clerical slots; one of the reasons given by employees for not accepting such assignments is the limited opportunity at the foreign posts for assignment to positions with promotion headroom, particularly for the GS-07 and above employee.

2. Appreciating the problem of the Directorate, the Office of Personnel is inclined to view the request favorably, and has examined several approaches. The first thought was that any changes to the policy should apply to all Agency employees now constrained by the grade of their position; however, it was decided that the problems inherent in the PRA system would grow out of hand if we were to withdraw all limits. The numbers and limited grade structure in the clerical area are such that the PRA promotions would escalate the clerical grades beyond the available positions at the higher grade; the attrition rate at these grades is not sufficient to compensate for such overages.

3. Addressing, therefore, only the employees serving abroad, the matter of permanent or temporary promotions was discussed. Our experience with the permanent promotions and signed agreements by the


employee to downgrade if subsequent assignments at the higher grade were not available mitigates against using this program again. Despite the signed agreement, the individuals concerned do not understand the rationale and vigorously protest any subsequent action. Another negative factor in considering the permanent promotion with prospective downgrading is the newly legislated policy for "no fault" downgrading; the grade is retained for two years with WGIs, et al. before downgrade--they don't say if further salary retention follows! On the other hand we have used temporary promotions as incentive and the procedure has worked successfully.

4. We propose therefore that PRA promotions for clerical personnel, regardless of Career Service, serving abroad PCS be approved as temporary promotions, subject to the following caveats:

- a. The employees are/competitively ranked and selected for promotion by their Career Service panels.
- b. There will be no more than one grade difference between position occupied and new grade of the employee.
- c. Headroom for promotion must be available to the competitive group involved at the grade concerned.
- d. Temporary promotions will be in effect for the duration of the assignment abroad, or extensions thereof, and for 60 days after return to Headquarters to provide time to locate an assignment at the grade of the individual. If this is successful, the promotion becomes permanent without further Career Service panel action.
- e. The temporary promotion may also become permanent while the individual is abroad if an appropriately graded position becomes

available at the post. Every effort will be made by the Headquarters component concerned to insure the employee with the temporary promotion is given the first consideration for assignment to a position which will provide for the change to the permanent grade.

5. It is recommended that the Career Services making use of this exemption to policy be required to monitor the statistics of the program, e.g., the numbers and the grades of promotion, grades of positions occupied, and the successful reassignments which permit conversion to permanent grade. It is also recommended that the program be evaluated annually for continuation.


Chief, Review Staff, OP

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Approved For Release 2002/05/07 : CIA-RDP92-00455R000200110004-8

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

PRA Promotions for DDO Clerical Personnel at Overseas Posts

FROM

Chief, Review Staff, OP
1006 Ames

EXTENSION

NO.

DATE

18 October 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/Pers
5E 58 Hqs.

2.

3. D/Pers
5E 58 Hqs.

4.

5.

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10.

11.

12.

13.

N.B.

DDIOR OK'd DDO personnel

14.

promotion DDO stated DDO

15.

would not promote unless there
was a position available at Hdq.

Frank asked me to write up a request to the DDCI requesting approval for PRA promotions for DDO clerical personnel abroad. I gather the request from the DDO was oral and hence I do not know what, if any, ramifications were discussed. I also don't know if the proposal for temporary promotions was made to them . . . hence I have not yet prepared the DDCI memorandum and wonder if the attached might be discussed with DDO/CMG prior to our going to the DDCI and getting approval for something they may not agree with . . .

Per Helen C - This was
passed to Colonel
No response as of 11/5
copy to file.
12/11 Hq/Pers meeting with DDO
to discuss on 12/11

FORM
3-62

610

USE PREVIOUS
EDITIONS

SECRET

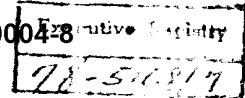
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8/12/82 - found orig in PRA file. Copy made and this
date for ROB/ISAD & Promotion Office / Overseas Posts



12 June 1978

77-516817

MEMORANDUM FOR: Director of Central Intelligence
FROM : Deputy Director of Central Intelligence
SUBJECT : Promotion Plans of the Directorates

1. The Office of Personnel prepared minimum promotion rate guidelines which reflect this fiscal year. In 1979, a more accurate estimate is expected with the implementation of the uniform promotion system.

2. Of particular note are those conditions which affect promotion flow and planning:

a. The problem of estimating losses: example, retirements not signaled far enough in advance.

b. Lateral entry - This is particularly true in the DDS&T where promotion flow must be balanced against unique staffing requirements. Some examples include the recent appointment of the Director, OSO and past hiring of the Director, ORD and Deputy Director, OD&E from the private sector.

c. A tendency to exceed "minimum" promotion projections in one year which affects future year plans.

d. Attrition patterns affected by variations in age structure: example, the DDS&T has a much younger age structure at the higher grades than the other Directorates. This means that incumbents at the upper grades will remain fairly stable for several years. This condition is further reenforced with a tapering off of new major projects in the DDS&T, thereby keeping their TO approximately at its present level.

e. CIARDS eligibles concentrated in only two Directorates. Those Directorates, the DDO and DDA, benefit from a more rapid retirement flow at a younger age.

f. The occupational structure: example, the DDS&T has a number of professional employees with unique expertise at high grade levels while the Office of Communications has a large technical group whose careers cluster around the GS-10 and 11 grade levels.

3. With these thoughts in mind, the specific Directorate promotion projections indicate the following:

a. The DDO's Plan which covers FY78 and FY79 was approved, published, and disseminated to DDO employees.

b. The DDS&T has a low percentage above GS-11 in the FY79 and 80 projections. This is due in large measure to the conditions mentioned above. The DDS&T is young from the Deputy Director through its line management. As long as those managers are perceived as competent and the work continues to be challenging, the Directorate personnel cannot expect "flow-through." In fact, removal of competent personnel at that level would be perceived as disruptive and threatening. There isn't enough "fat" in the DDS&T to meet an aggressive turnover rate at the upper levels.

c. NFAC's levels are slightly above recommended minimums. This is constant through their 1980 projections. There seems to be no problem with these estimated percentages.

d. DDA separated the Office of Communications from its projections because OC skews DDA's promotion rate unrealistically. DDA's rate is compatible with the Agency projections.

4. My suggestion concerning these figures is to live with them for the FY78 year and then review them for FY79 changes. This is a first attempt and, with the exception of the DDS&T future projections, seems balanced. I have told DDS&T to come up with proposed solutions for their problem. The pressure of this exercise alone should help. I have also directed the Office of Personnel to review the positions currently approved at the supergrade level in light of the OMB ceiling for supergrades. One perception of employees is that if they occupy a supergrade slot and have proven competency, they will have no problem securing that grade. In fact, as the most recent supergrade exercise points out, there are more nominations for supergrade than the OMB ceiling permits. A tightening of the supergrade positions could provide a more accurate picture of our actual supergrade staffing.

5. I would like to defer supergrade promotions until my return and further consultation with you.

281 Frank C. Carlucci

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